



Gray Davis
Governor

California Workforce Investment Board Agenda Packet



Thursday
December 12, 2002
10:00 a.m. – 3:00 p.m.

Radisson Hotel
500 Leisure Lane
Sacramento, California



CALIFORNIA WORKFORCE INVESTMENT BOARD

MEETING NOTICE

**Radisson Hotel
500 Leisure Lane
Sacramento, California**



Lawrence Gotlieb
Chairman

Christine Essel
Vice Chair

**Thursday, December 12, 2002
10:00 a.m. – 3:00 p.m.**

Gray Davis
Governor

Andrew Baron
Executive Director

Stated time of meeting conclusion is approximated; meeting may end earlier subject to completion of agenda items and/or approved motion to adjourn.

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In order for the Board to provide an opportunity for interested parties to speak at the public hearings, public comment may be limited. Written comments provided to the California Workforce Investment Board must be made available to the public, in compliance with the Bagley-Keene Open Meeting Act, §11125.1, with copies available in sufficient supply.

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the California Workforce Investment Board staff at (916) 324-3425 at least five days prior to the meeting. TTY line: (916) 324-6523.

For further information, you can visit the California Workforce Investment Board website at <http://www.calwia.org>

Welcome and Opening Remarks

- **Larry Gotlieb, Chair**

Approval of September 19, 2002 Board Meeting Minutes

CALIFORNIA WORKFORCE INVESTMENT BOARD
September 19, 2002

DRAFT MEETING SUMMARY

On September 19, 2002, the California Workforce Investment Board (State Board) convened at the Hyatt Hotel near the San Jose Airport. The following persons were in attendance:

Board Members

Chris Essel, Vice Chair
Bob Balgenorth
Ken Burt
Mary Edington
Victor Franco
Elizabeth Freeman
Scott Hauge
Mary Hernandez (designee for Steve Smith)
Karen Humphrey (designee for Delaine Eastin)
Jorge Jackson (designee for Maria Contreras-Sweet)
Sukhee Kang
Kirk Lindsey
Sean MacNeil (designee for Patricia Wiggins)
Richard Mendlen
Kathleen Milnes
Upezi Mtambuzi (designee for Isaiah Turner)
Patti Nunn (designee for Miguel Pulido)
Pete Parra
Ron Selge (designee for Tom Nussbaum)
Elizabeth Plott Tyler (participated by conference call)
David Villarino (designee for Arturo Rodriguez)
Jan Vogel (designee for Jerome Horton)
Don Whitaker
Pat Wise (designee for Art Pulaski)
Thomas Zenty

Staff Members

Paul Gussman, Deputy Director
Jane Canty
Megan Juring
Dave Mar
David Militzer
Windie Scott, Legal Counsel

Welcome and Opening Remarks

Vice Chair Chris Essel called the meeting to order and welcomed everyone. She noted that Chair Larry Gottlieb was unable to attend due to other business demands.

Ms. Essel stated the State Board would be acting as a committee of the whole until a quorum was present.

Ms. Essel stated that she and Deputy Director Paul Gussman attended a National Governors

Association conference for workforce investment board chairs and executive directors in Chicago in August. She commented the conference was very interesting because it provided an opportunity to learn about what other states are doing. In addition, she noted, the State Board has been participating in a coalition of several large states, and that effort will be continuing.

Ms. Essel reported that Governor Davis appointed Steve Smith as the Acting Secretary of the new Labor and Workforce Development Agency. She added that she was very excited to see workforce development issues being assigned such a high priority in California.

Mr. Gussman drew attention to the progress made by the various State Board workgroups since the last meeting. He announced that the Youth Council Institute would be receiving an award from the National Association of State Workforce Agencies at their meeting in Kansas City the following week. He commended the Youth Council Institute for this achievement and noted the California Workforce Investment Board is taking a leadership role nationally in the area of youth development.

WorkSource California Presentation

Ms. Kathleen Milnes introduced Dr. Dennis Neder, Los Angeles County Workforce Investment Board, and Mr. Geraldo Rodriguez, Business Services and Marketing Division, Los Angeles WIB, and invited them to discuss WorkSource California, a regional collaborative formed to market and publicize workforce development activities in the Los Angeles area.

Mr. Rodriguez explained that WorkSource California originated in roundtable discussions among eight workforce investment boards in Los Angeles County. Joining with the Los Angeles County Economic Development Corporation, the Department of Public Social Services, and the Employment Development Department, the group developed a coalition to build a unified system and create a recognized brand.

Dr. Neder noted one of the key initial activities of WorkSource California was collaborative marketing to increase awareness of the workforce development system and streamline the utilization process for employers and job seekers in the area. By establishing a uniform image, quality control system, business services, and certification, the resulting system was both customer-driven and easy for businesses to use.

Mr. Rodriguez said WorkSource California hired a marketing firm from Washington, D.C., to help identify local needs and then create a single logo that could be used by all regional partners and tied in with local marketing efforts. Dr. Neder noted the initial marketing campaign provided one phone number for business customers and one phone number for job seekers, with calls referred to local One-Stop centers and service providers. He said the campaign utilized billboards, phone kiosks, and prime-time radio ads. After the first three months, awareness of WorkSource California went from zero to 11 percent, for both business customers and job seekers.

Dr. Neder stated that WorkSource California's marketing budget for next year is 75 percent focused on business marketing and 25 percent on job seekers. WorkSource California will be taking the initiative in contacting local businesses and human resource professionals. At the same time, collaborative partners will be measuring and tracking their results so specific marketing needs can be identified and targeted. Dr. Neder added that WorkSource California's business services model can be used and replicated by other regions throughout the state and nation.

Ms. Patti Nunn asked what the total cost of WorkSource California had been so far. Dr. Neder

responded that the marketing program's budget for last year was \$2.4 million. He said this year's budget is \$2 million, of which the county provided \$1.4 million.

State Board members asked questions about the call center referral process, relationships with other local and regional organizations, the marketing firm, the availability of materials in languages other than English, services for youth, and customer follow-up.

Ms. Essel thanked Dr. Neder and Mr. Rodriguez for their presentation. She encouraged State Board members to engage in further discussion with the speakers during the lunch session.

Approval of May 30, 2002 Board Meeting Minutes

Noting a quorum was present, Ms. Essel suggested taking action to approve the May 30 meeting minutes.

Ms. Nunn made a motion, seconded by Mr. Victor Franco, to approve the minutes of the May 30, 2002, Board meeting as presented.

Mr. Tom Zenty asked for clarification of the performance measures described on Page 4. Mr. Dave Mar explained that local workforce investment areas will be expected to achieve 80 percent performance on nine of eleven performance measures identified by the State Board.

Mr. Zenty asked how long the local WIB recertification policy would be in effect. Mr. Mar responded that the policy will remain in effect until the next WIA reauthorization. Ms. Nunn added that WIA is up for reauthorization this year, so the policy will remain in place until June 30, 2003, at which time the Board will revisit the issue.

The motion was carried unanimously.

Consideration and Approval of Certification Process for One-Stops

Ms. Milnes drew attention to the three action items in the meeting packet pertaining to One-Stop certification. She noted the One-Stop Certification Workgroup has been working on a process to develop State-level One-Stop certification protocols. Ms. Milnes noted the workgroup will come back to the State Board at the December meeting with further refinements.

In terms of standards, Ms. Milnes said, the committee recommends a two-tiered approach, whereby the State Board will certify local One-Stop systems, and Local Boards will certify One-Stop sites within their areas. She referred to the action item summarized on Page 14 of the meeting packet.

Ms. Milnes noted the second action item, shown on Page 17, deals with validation. For incentives, Ms. Milnes said, the committee is looking at building value for local areas to participate by building in recognition issues and possible financial rewards. She drew attention to the action item summarized on Page 19.

Mr. Kirk Lindsey made a motion, seconded by Mr. Jan Vogel, to approve the three action items.

Mr. Franco asked about repercussions for One-Stop systems that do not participate in the voluntary certification program. Mr. David Militzer said participating systems will benefit because the certification program will promote a coherent level of quality throughout the state. Participation will help define what businesses and job seekers can expect from One-Stops, and marketing efforts and service referrals can also be better coordinated.

Ms. Jane Canty emphasized that the State-level certification process is strictly voluntary, and no negative actions can be taken to force participation. She said the only down side for local areas choosing not to participate would be that they would not be eligible to participate in the state's recognition campaign. She added that non-participation would not affect One-Stop funding.

Mr. David Villarino asked if local WIB members had participated in helping to develop the State Board's certification policies. Ms. Milnes said the committee included members from local boards and local area service providers.

Mr. Zenty asked whether the State Board would be involved in reviewing certification criteria. Ms. Canty replied that the One-Stop Certification Workgroup developed a 17-page document on potential elements or standards for the state's certification of local areas, and that document will be coming to the State Board for review and approval at the December meeting. Ms. Milnes clarified that local areas will be responsible for certifying their own One-Stop sites, and the State Board will not be involved in that process.

Mr. Scott Hauge observed that although local WIB staff members are participating in the policy development process, there should be more representatives from local boards. He urged the staff to continue their efforts to disseminate information to board members and encourage their participation.

Ms. Essel welcomed comments from interested members of the public.

Ms. Pat Unangst, Carson-Lomita-Torrance Workforce Investment Network Board, expressed concern that the items in the packet do not include business results, an important element of the nationally recognized Baldrige criteria. She recommended using the seven Baldrige elements, including business results and strategic planning, as a basis for the certification standards. Ms. Unangst offered her assistance in that effort.

Ms. Milnes clarified that the action item before the Board does not call for adoption of any specific elements, but only approval of the concept. She emphasized that approval does not preclude further refinement of the elements. She encouraged Ms. Unangst and other interested parties to participate in the process as it continues to move forward.

Mr. Bruce Stenslie, Ventura County Workforce Investment Board, noted the One-Stop Certification Workgroup had not discussed or review the materials being proposed. He emphasized the importance of moving beyond compliance and creating a program that celebrates and rewards achievement and excellence. He recommended using the Baldrige criteria and that the full elements the workgroup has been developing would be considered.

Ms. Cynthia Amador, CHARO Community Development Corporation, expressed concern that the local standards in the City of Los Angeles do not include business results. She noted that emphasizing placements and entered employment rates do not accurately reflect the value and cost-effectiveness of provider programs.

Mr. Lindsey clarified that the motion was only to authorize a One-Stop certification system with multiple criteria and it did not encompass standard elements. He encouraged the One-Stop Certification workgroup to look at the Baldrige criteria. He also recommended that the items go back to the workgroup for further review and refinement.

Mr. Pete Parra commented that it would be helpful to have information on what other states are

doing as far as One-Stop certification programs. Ms. Canty offered to provide that information at the next meeting.

The motion was carried (all were in favor except Mr. Franco).

Bay Area Works Presentation

Mr. Scott Hauge explained that Bay Area Works is a nine-county, employer-driven collaboration formed for the purpose of strengthening linkages between businesses and One-Stops. He introduced Ms. Sunne Wright McPeak, co-chair, Bay Area Works Steering Committee, and invited her to make a presentation about this innovative partnership.

Ms. McPeak introduced some of the other partners in Bay Area Works: Ms. Rita Sklar, Executive Officer; Ms. Carol Watson, United Way of the Bay Area; Mr. Ed Schoenberger, Northern California Council for the community; and Ms. Corey Kidwell, Bay Area Information Technology Consortium. She also acknowledged people from participating local workforce investment boards: Mr. Mike Curran, NOVA; Ms. Linda Chandler, Contra Costa County; Ms. Rosario Flores, Alameda County; and Ms. Mary Belz, San Mateo County.

Ms. McPeak stated that Bay Area Works is a regional partnership formed for the purpose of bringing unemployed and underemployed people into the workforce to meet the needs of local employers. She noted employers in the nine Bay Area counties share a single workforce, so it made sense for the business community, education, governmental agencies, and service providers to work together. The goals of Bay Area Works are to find good-paying career pathway jobs for employees; strengthen linkages between employers and the workforce development system; and to improve employer access to qualified workers. Ms. McPeak observed that the end result of Bay Area Works is a well-coordinated one-stop regional system.

Ms. McPeak commented that Bay Area Works is currently targeting three industry clusters: healthcare, construction, and information technology. The collaborative reaches out especially to small and medium-size employers and connects them with employees in the 52 poorest neighborhoods in the region. Ms. McPeak noted the results and impacts of Bay Area Works will be an increased number of qualified employees in the targeted industry groups, an increased number of effective services for small and medium-sized companies, an increased number of applicants for available jobs, and customer satisfaction with local WIBs. Ms. McPeak added that Bay Area Works hopes to develop a long-term partnership arrangement with the California Workforce Investment Board as well. She welcomed the State Board's support and endorsement.

Mr. Lindsey asked about linkages with economic development organizations. Ms. McPeak named several economic development groups in the nine-county area that are connected with Bay Area Works. She also noted the group has been working to identify community leaders in the Bay Area's poorest neighborhoods to gain their support and help those communities work toward self-sufficiency. She said about \$130 million in equity funds has been committed for mixed-use housing projects, job development, and business development activities in those targeted neighborhoods.

Mr. Bob Balgenorth asked about linkages with the Division of Apprenticeship Standards and construction industry groups. Ms. Sklar responded that Bay Area Works has been meeting with labor unions and construction industry groups. She acknowledged that more needs to be done to link with the apprenticeship community and others.

Mr. Ken Burt recommended working with the teachers unions at the community colleges and K-

12 schools. He noted many students question why they have to learn math and science, and demonstrating a connection with real-world jobs would help make their studies more meaningful and relevant.

Mr. David Villarino welcomed suggestions on how to work more effectively with community colleges. He noted an agricultural collaborative in the Central Valley encountered difficulty working with local community college representatives, although the state community college administration was very supportive. Ms. Kidwell explained that the Bay Area Information Technology Consortium was formed as a vehicle for coordinating work with the 26 community colleges in the Bay Area. She recommended establishing a single point of contact for employers to access the community college system in a particular region, and noted this approach has worked very well in the Bay Area.

Mr. Parra observed that rural areas face difficult challenges that make communication and cooperation difficult. He recommended working with the California Rural Development Council to address issues like high unemployment, poverty, and housing.

Ms. Essel commended and thanked the Bay Area Works representatives for their presentation. She pledged the State Board's support and welcomed future updates.

Lunch Presentation

Ms. Essel introduced representatives from the local workforce investment area and invited them to discuss their activities.

Mr. Jack Estelle, vice chair, San Jose-Silicon Valley Workforce Investment Network, reviewed some of his WIB's accomplishments in the past few years. He noted the San Jose-Silicon Valley Workforce Investment Network has been operating for two years. A new one-stop center was opened in April, serving approximately 250 customers each day. Mr. Estelle noted a total of 145,000 people have received services from the three one-stop centers. He noted the San Jose-Silicon Valley Workforce Investment Network is participating in the state caregiver training initiative and was awarded a grant as part of that program. He said the WIB also completed an organization model study in 2002 and has held board retreats to provide information and training to WIB members.

Mr. Chris Donnelly added that the San Jose-Silicon Valley Workforce Investment Network is aligning its strategic plan with the State Board's plan. He expressed hope that linkages between the State Board and the local WIB will be strengthened as a result.

Ms. Clare Phillips, chair, NOVA Workforce Investment Board, explained that NOVA was a seven-city consortium formed in 1983 as a private industry council. She said NOVA has transitioned to a WIB and has a strong commitment to collaboration and partnership as a key to success.

Mr. Mike Curran, Executive Director, NOVA Workforce Investment Board, stated that NOVA has worked together with its business community and neighborhoods to use labor market information to identify where jobs are and project future needs. He reviewed a number of WIB publications, including occupational outlook reports on bioscience, software engineering, semiconductor manufacturing telecommunications, information technology, digital media and animation, healthcare, service industries, building and construction, teaching, and engineering. He said NOVA is working on reports covering the finance industry, high-tech manufacturing,

and security. In addition, NOVA has published a training directory and information on career ladders.

Ms. Essel thanked the presenters for their information. Mr. Donnelly invited all participants to visit the local One-Stop centers after the meeting.

Progress Report on Implementation of Board's Strategic Plan

Ms. Essel reported that individual Board members had stepped forward to champion each of the five priority goals identified in the State Board's strategic plan. She invited Board champions to discuss their activities in implementing the five priority goals identified in the Board's strategic plan.

Ms. Milnes stated that the priority goal of information encompasses developing a sensing mechanism for employers to gather credible information on emerging industry trends and workforce needs, improving the development and use of labor market information linked to economic development, and creating a multi-faceted information dissemination strategy to stimulate and inform policy discussion and innovative training initiatives. She noted the group working on the area of information began by outlining an implementation process. In order to identify existing efforts to link information, the group has been working with the Economic Strategy Panel, identifying strategic initiatives and industries by region and finding industry intermediaries, and then working on effective ways of disseminating information.

Ms. Milnes welcomed participation from other Board members, particularly those who represent specific industry sectors.

Mr. Zenty discussed efforts to implement the Board's priority goal of innovation. He said his group hopes to create criteria for identifying best practices, establish a recognition and reward program, facilitate region-to-region reviews and information sharing, focus on best practices within certain industry clusters, develop effective ways to measure success, create a reward program, and work with existing organizations who conduct evaluations.

On behalf of Mr. Lindsey, Mr. Zenty also reported on implementation of the Board's goal of collaboration. He said Mr. Lindsey identified four primary goals. He noted the first goal is updating and broadening the focus of the five-year Workforce Development Plan. As part of that, California should establish a clearinghouse for unemployed people and research what other states are doing. A second goal is developing and implementing a federal advocacy strategy, including working with elected officials and educating them as to accomplishments of the workforce system, and then analyzing statewide priorities and waiver proposals for incorporation into the WIA reauthorization efforts. Mr. Zenty said the group's third goal is to support local WIBs, fill gaps in board composition, and improve participation in regional and industry sectors. Mr. Lindsey proposes that the staff work with the California Workforce Association and local area workgroups to better understand local area needs and develop a plan for the December Board meeting. As a long-term goal, the group hopes to identify needs of businesses that work in multiple workforce areas. Mr. Zenty noted the fourth goal of the collaboration group is improving the effectiveness of the state One-Stop system by identifying immediate marketing needs and developing a marketing plan.

Mr. Villarino commented that there are some industries, like agriculture, that are difficult to classify and confine to certain areas. He noted WIA eligibility is a particular challenge because of the seasonality of the work, the short-term nature of some jobs, and low wages. He encouraged the innovation group to take on these kinds of issues. He noted the state has great

resources, both educational and vocational, but it is difficult to use them to serve certain industries. Mr. Villarino volunteered his participation and offered to help in this effort.

As part of the discussion on collaboration, Mr. Hauge provided an update on recent activities of the Small Business Workgroup. He noted four small business forums were held throughout the state, attended by over 300 people representing over 200 small businesses. Small business employers consistently mentioned the need for greater awareness of One-Stops and the demand for employability skills. Mr. Hauge said the Small Business Workgroup, working with the California Workforce Association and the Legislature, hopes to sponsor a small business summit in the early part of next year.

Mr. Hauge noted many small business employers have complained that Employment Training Panel funds are not available for small business training projects, so a pilot project is being developed to address this need.

Ms. Pat Wise, on behalf of Mr. Art Pulaski, reported on implementing the Board's goal of achieving administrative excellence. She said the workgroup identified four key priorities: Workforce Investment Act compliance, continual improvement of Board governance and operation procedures, calendaring Board actions, and strategic planning. She discussed each area and commended the Board for its progress so far.

On behalf of Mr. Franco, Ms. Megan Juring summarized activities in the area of performance. She said this workgroup will be conducting a nationwide assessment of measurement practices to identify best incentive approaches, building capacity of local boards, setting clear performance standards, and developing clear WIA compliance policies. Ms. Juring welcomed participation from other interested Board members.

Ms. Juring noted Mr. Frank Quintero facilitated a performance intelligence workshop at a recent national LMI conference, and participants discussed performance management data systems used by other states and cities.

Ms. Essel commended the champions and their groups for their progress so far. She encouraged other interested Board members to join some of these workgroups and participate in the implementation of the Board's strategic plan goals.

Other Business

Mr. Steve Malliaras, U.S. Department of Labor, emphasized the importance of working closely with the Department of Labor and Congress to come to agreement on state WIA spending figures. He noted all participants share a common goal of making sure that workforce development systems are appropriately funded by Congress. He added that the Department of Labor looks forward to continuing its close working relationship with the State Board and EDD staff as part of this process.

Closing Comments

Mr. Nick Bollman, California Center for Regional Leadership, commended the California Workforce Investment Board for its accomplishments and progress since the strategic planning retreat last February. He noted the quality of the Board meeting reflects a clearer focus on goals, strategies, and priorities.

Mr. Bollman commented that the State Board's strategic plan is having a ripple effect among legislators and others throughout the state. He noted the Silicon Valley WIB is aligning its

strategic plan with the State Board's, and regional intermediaries are coming forward to discuss how their efforts are consistent with the State Board's goals. Mr. Bollman added that the new Labor and Workforce Development Agency, headed by Steve Smith, is looking to the State Board for leadership in policy development. He encouraged the State Board to work closely with the Economic Strategy Panel and to consider ideas for possible legislation to carry State Board strategies forward.

Ms. Essel thanked all participants for their attendance. There being no further business, the meeting was adjourned.

Consideration and Approval of:

- California WIA Title I-B 2001 Annual Report – Attachment 1
- Redesignation of Temporary and Board Designated Local Workforce Investment Areas – Attachment 2
- Recertification of Local Workforce Investment Boards – Attachment 3

CALIFORNIA WIA TITLE I-B 2001 ANNUAL REPORT

Recommendation

The California Workforce Investment Board take action to approve the Workforce Investment Act Title I-B Annual Report for program year 2001, which was submitted in draft to the U.S, Department of Labor (DOL), Employment and Training Administration (ETA), on December 6, 2002.

Background

Each state is required to submit to the ETA a state annual performance report for the program year beginning July 1, 2001, and ending June 30, 2002, in accordance with sections 136 (d)(1) and 185 (d) of the Workforce Investment Act. The report must contain the following:

- Performance data to reflect the four quarters of performance activity according to the
- DOL's instructions (tables A through O);
- Narrative that describes the cost relative to the effect of WIA programs; and
- Narrative of the status of state evaluations of workforce investment activities contained in the Annual Report.

It is at the discretion of the states to include in their annual report a narrative that paints a portrait that showcases the uniqueness of their programs, strategies, and accomplishments. California's WIA Annual Report was a joint effort with contributions from State Board staff, the Employment Development Department, the California Workforce Association, various local areas, the California Department of Education, the Chancellor's Office the California Community Colleges, and the Youth Council Institute.

Report Summary

California's 2001 Annual Report is a depiction of the challenges California encountered in Program Year 2001-02, Board accomplishments and strategies, and local and State innovations. The Report is presented in the context of the components the California Workforce Investment System, which are:

- Education
- Workforce Preparation
- Economic Development

The report meets all federal requirements, notwithstanding, and provides a snapshot of the compelling story that was California's second year of WIA implementation.

REDESIGNATION OF TEMPORARY AND BOARD DESIGNATED LOCAL WORKFORCE INVESTMENT AREAS

Recommendation

The California Workforce Investment Board take action to approve the redesignation of 29 Temporary or Board Designated Local Workforce Investment Areas (LWIA) through June 30, 2005.

Approve the “conditional” redesignation of two LWIAs for 1 year (December 30, 2002 – December 30, 2003). These two LWIAs did not meet the required performance criteria and will be required to submit a corrective action plan which addresses the area of underperformance. The LWIA’s performance will be reassessed at the end of the program year. Should the corrective actions be successful in meeting the Board approved criteria, the LWIA will be redesignated through June 30, 2005. If the corrective action plan fails to meet the Board criteria at the end of the year, the LWIA will continue its “conditional” status and receive intense onsite technical assistance.

Background

The State Board adopted the following subsequent designation policy at its State Board meeting on May 30, 2002:

Subsequent designation of Temporary or Board Designated Local Workforce Investment Areas (LWIA) shall be granted until June 30, 2005, upon a Temporary LWIA’s achievement of at least 80% of 9 out of 11 locally negotiated performance measures (excluding the 2 customer service measures and the 4 credential and diploma measures).

Under WIA Section 116 (a)(3), temporary designation of the areas is for no more than two years, after which the Governor may approve subsequent designation that extends until the end of the period covered by the 5-year State WIA plan (through June 30, 2005). Subsequent LWIA designation may be approved if the Governor determines that the LWIA substantially met its local performance measures and was able to sustain the fiscal integrity of its allocated WIA funds during the temporary period of designation. Areas initially receiving automatic designation are exempt from this process.

Performance Summary

Of the 31 Temporary and Board Designated LWIAs, 29 LWIAs met Board approved performance criteria. Two LWIAs did not meet the required performance criteria as they met only 8 of 11 of their negotiated standards. These two LWIAs were notified and provided with an opportunity to respond. The responses did not result in an upgrade of their status and the EDD’s Regional Advisors assigned to those two areas will request a corrective action plan and begin providing appropriate technical assistance.

Fiscal Integrity Summary

Each of the 31 temporary LWIAs must also have maintained and sustained fiscal integrity during the previous designation period.

“Sustained fiscal integrity” means that the temporary LWIA has had no issues of fiscal integrity based on audits, evaluations, or reviews during its period of temporary designation, including:

1. Willful disregard of the requirements of the Act involved,
2. Gross negligence, or
3. Failure to observe accepted standards of administration.

Based on a review by the Employment Development Department’s Compliance Review Division of its fiscal and program monitoring reports, available audits, and Incident Reports, no fiscal integrity issues of the nature described above were found.

RECERTIFICATION OF LOCAL WORKFORCE INVESTMENT BOARDS

Action Request:

The California Workforce Investment Board (State Board) take the follow actions:

- 1) Recertify **forty-four (44)** Local Workforce Investment Boards (LWIB) for another two years beginning December 1, 2002 through November 30, 2004. These local areas meet the State Board policy regarding performance and related WIA requirments,
- 2) Recertify **two (2)** LWIBs for one year beginning December 1, 2002 – November 30, 2003. Two LWIAs did not meet State Board Policy regarding local performance measures. The Local Areas will be required to submit a corrective action plan to improve their performance and will be reevaluated along with the LWIBs at the end of the year.
- 3) There are **four (4)** LWIBs that are recommended for conditional recertification. One (1) local board did not submit a board membership/composition list. Three (3) lacked a business majority or are not actively recruiting members for unfilled position(s). We recommend that the one non-reporting LWIBs be conditionally recertified with the requirement that a completed membership list be submitted to the State by March 28, 2003. Local WIBs that do not have a business majority or have left seats unfilled must nominate and approve the required numbers of members and informed the State when this has been completed. After the State confirms that the local board fulfills its membership requirements, the LWIB will be sent a written notification approving its recertification for the remainder of the two-year recertification period.

Should the one local board fail to provide a complete and verifiable composition list to the state by the imposed deadline of March 28, 2003 or each of the other four local board do not meet membership requirements by June 30, 2003, the State will require additional remedial steps from the local board or may recommend decertification of the local board as provided for under WIA 117 (c)(2)(C).

Background:

The State Board adopted the following subsequent Local Workforce Investment Board (LWIB) designation policy at its Board meeting on May 30, 2002:

A Local Workforce Investment Board may be recertified by December 2002 for two years based upon meeting the membership criteria, as described in the Workforce Investment Act Section 117, and its designated Local Workforce Investment Area achieving 80% or higher in at least 9 of 11 locally negotiated performance measures (excluding 2 customer service measures and 4 credential and diploma measures) with no fraud, abuse or misconduct issues.

A. Under Section 117 (c)(2), the Governor shall certify 1 local board for each of the (50) local areas in California. The certifications shall be for no more than two years. The initial LWIB certifications were approved in November 2000. Subsequent LWIB certification shall be approved if the Governor determines that the LWIB membership meets minimum composition requirements. If the required composition is not met, the local board must demonstrate that it has actively recruited or is advertising for qualified candidates to fill the vacant position(s). Additionally, the LWIBs must at a minimum meet its locally negotiated performance measures, which is defined in the shaded area above.

B. Additionally, the WIA under Section 117 (c)(3)(B) further stipulates that the Governor may decertify a local board if their local areas fail to meet local performance measures for 2 consecutive program years.

C. Additionally, the Governor may decertify a local board if there is evidence of fraud, abuse, or failures to carry out the functions specified for the local board in Section 117 (d)(1) through (7).

Local Workforce Investment Board Composition:

The WIA Section 117 (b)(2)(A) specifies the required composition for LWIB. In a state Directive #WIAD02-5, issued on September 18, 2002 following the formal adoption of the above Board policy, LWIBs were required to submit a current membership list for state review. The EDD's Workforce Development Division is the entity responsible for working with the LWIBs to obtain these lists and to provide the State Board with a report. We are aware that local boards members have staggered term dates to prevent a large number of turnovers in membership at any one time. Coupled that with unforeseen resignations, some LWIBs are continually seeking both replacement and new members as vacancies arise throughout the year. The Regional Advisors will maintain communications with the LWIBs to ensure that the vacant positions are filled or new members added as quickly as possible.

Performance Summary:

Of the fifty (50) Local Workforce Investment Areas, 48 LWIA/LWIBs successfully met the performance standards following State Board policy. Two LWIA/LWIBs did not and they are recommended for a one-year conditional approval. These two LWIA/LWIBs will be required to submit a corrective action plan to address the performance deficiencies and upon successful performance at the end of the year, the LWIBs will be certified for the second year.

None of the 50 LWIAs failed to meet the same performance standards for two consecutive years (not including the youth credential rates as it was a nationwide problem for all states last year).

Fiscal Integrity:

State Board staff requested that the Employment Development Department's Compliance Review Division (CRD) review its fiscal and program monitoring reports, audits, and Incident Reports for any substantiated fraud, abuse or failure to carry out assigned Board functions. The CRD reported back that there are no documented fiscal integrity findings that would preclude State Board recertification of local boards.

One Stop Certification Progress Report

ONE-STOP CERTIFICATION / STATE-LEVEL VALIDATION OF LOCAL ONE-STOP CERTIFICATION STANDARDS

Action Request

The California Workforce Investment Board (State Board) is requested to adopt the following policy as stated in the shaded box below, as well as the standards recommended in the One-Stop Certification Standards document.

At the State level, One-Stop certification shall (1) be a validation process for local One-Stop certification standards on a voluntary basis; (2) promote the statewide recognition of quality local workforce development systems; (3) enhance public awareness and increase usage of the Statewide One-Stop system on the part of businesses, job seekers, and other customers; (4) promote greater stakeholder and partner resource investments; and (5) strive for continuous improvement of customer satisfaction with the services received through California One-Stop centers and sites.

Background

The State Board convened a One-Stop Certification Workgroup (Workgroup) in November 2001, to develop policy recommendations for a State-level One-Stop Certification process. Information related to a One-Stop certification policy framework and elements have been provided at State Board Meetings of May 30 and September 19, 2002.

State-Level Validation of Local One Stop Certification Standards

In past Board meetings, members were informed that the One Stop Certification process will include two tiers. Below is a brief summary of what activities belong in each tier:

Tier One: The Workforce Investment Act in section 121 (d) (1) sets statutory responsibility for One-Stop operator designation and certification with each of the Local Workforce Investment Boards in California. The WIA statutes, however, establish other requirements for the One-Stop system, including but not limited to: certain mandatory partners to provide services at the One Stops; Memorandum of Understanding regarding roles and responsibilities of the partners; written agreements stipulating the sharing of resources and funding of the One Stops; and issues regarding universal access including meeting the needs of the disabled population. These are some of the compliance requirements that One Stops must adhere to, and it is within Tier One that State Departments and other partner agencies will conduct compliance monitoring activities. A One-Stop that is found to have significant compliance findings may be excluded from participation in the statewide marketing and recognition efforts. We will rely primarily on our State partners who have the role of monitoring and auditing locals to provide us with written reports to keep us apprised of the status of the locals regarding compliance. We will also develop a Self Study Guide, which will devote a section to compliance requirements, to help locals conduct self reviews in these and other areas.

Tier Two: This is the focus of State-level One-Stop certification. The State will “certify” or “validate” local One-Stop certification standards for purposes of promoting, recognizing, and

improving quality workforce development systems. Participation under Tier Two is voluntary on the part of the local WIBs and as stated is the focus of the policy recommended in this report. This is the arena in which “Standards” establishes the minimum quality requirements, pilot testing of the standards, developing the Self Study Guide, and the formal application process.

Standards and Essential Characteristics

The certification standards and essential characteristics are based on the goals and objectives of the Board’s *Strategic Plan* as adopted in May 2002 and specifically find their basis in those One-Stop certification standards in common between the local workforce areas of California. Many local workforce areas in California have already implemented intensive and sophisticated One-Stop certification processes. The Work Group members have met many times over the past year; engaged in many lengthy discussions in developing these standards; and shared them with our many workforce partners including the California Workforce Association and other Board sponsored work groups and committees.

Three Work Group members have volunteered to “pilot test” the application of the standards to One-Stop systems in their areas. The purpose is to “field test” the relevance of the overall policy and standards as recommended, to areas with (and without), formal certification standards at present. An update of the pilot findings and outcomes is planned for the next State Board meeting. The recommended standards are provided as noted.

Importance of the Policy

Establishing a State-level certification policy is a priority to both the Governor and the California legislature. Additionally, many local areas have requested guidance from the State as to One-Stop standards.

The advantage to State-level validation of Local One-Stop certification processes is to identify One-Stop elements consistent throughout the State and use these to build up the basis for statewide recognition factors and marketing. As we move forward into WIA reauthorization, discussions promoting One-Stop system use; improved customer satisfaction; and greater partner investment take on particular urgency. California needs to market its effectiveness as a workforce investment state to Congress and to advocate for changes favorable to the conditions in our very large and diverse State.

Process

After the pilots have concluded and we have had a chance to analyze the outcomes, the Work Group will use that information to assist in finalizing a Self-Study Guide as a technical assistance aid for local area use, as well as a State Application. State Board staff will work with the EDD to develop the State Information Bulletin and the application document. A peer-to-peer review process and/or a State-level team comprised of partners in workforce development may also visit areas requesting special technical assistance.

Work Plan and Time Line:

The development of this phase of the process overall links with the Governor’s Budget Process and targets March 2003, for completion. The Work Group is considering recommending several options for the length of time a certification may be valid.

California Workforce Investment Board One-Stop Certification Workgroup

Recommended Standards – Essential Characteristics



The One Stop Certification Workgroup recognizes the need to identify standards in common between Local Workforce Areas within the State, in setting up the One-Stop system environment for quality staff work and services to clients. The Workgroup members collectively have many years of experience providing WIA services directly, through contracted services, or through One-Stop systems. These individuals know both from local empirical studies and first hand knowledge what is needed in order to successfully operate a workforce program to meet customer needs. The recommended standards are an attempt by the Workgroup to capture the essence of a successful One Stop. The intent here is guidance, not an exhaustive list; and additional standards (as well as their essential, evidentiary characteristics) may be recommended pending findings and results from the anticipated pilot testing process. Just as a Local Workforce Area may have qualities of excellence not listed herein, it is also not intended to imply that an area must have all characteristics listed, in order to qualify for State-level certification—or the validation of their local, One-Stop certification standards.

The Workgroup knows how critical are the Board's *Strategic Plan* goals and objectives—and utilized them as the basis for synthesizing the standards and essential characteristics in this document.

1. STATE BOARD STRATEGIC GOAL: To raise the quality of the “field of practice” and performance of the overall workforce development system.

Standard 1. LEADERSHIP: Overall One-Stop system administration will have met the basic requirements of the Workforce Investment Act (WIA) but goes further in allowing staff and partners to identify local needs and convene any and all resources to address these needs.

Essential characteristics (in bold):

a. One-Stop system meets basic requirements of WIA statutes and regulations but goes beyond these in identifying local needs and gathering resources or setting up systems to address these needs

Evidence

Standard 1: LEADERSHIP (continued)

- Meets One-Stop requirements as determined through normal State and local training and technical assistance efforts;
- Meets local plan Assurances and Certifications;
- Sets goals and objectives above and beyond mandates of statute and either State or local workforce requirements;
- Has a local One-Stop certification process in place;
- Has received recognition or award for their One-Stop certification process;
- Has a formal plan to implement a One-Stop certification process by June 2003.

b. Has a strategic planning process

Evidence

- Local area has a strategic plan;
- One-Stop system design encapsulates many of the current quality based teachings (California Council for Excellence Baldrige etc.);
- Local WIB committee structure is in line with local strategic plan;
- Area strategic plan is amended to reference State Board Strategic Plan;
- Local area staff administration sets goals for continuous improvement;

c. Human Resource Focus

Evidence

- There is expressed and evident respect for experience of One-Stop and partner staff;
- Management shows that it sees value in staff experience through documented recognition;
- Management utilizes methods to gauge employee job satisfaction;
- Staff indicates that they are asked for their ideas and solutions to problems;
- Adequate resources are expended on training and staff development;
- Chain of command/chain of communication is clear and consistently applied;
- Organization chart exists with clear supervisory lines and reflects actual working relationships;
- Staff meetings exist where staff has input into agenda.

Standard II. MARKET FOCUS: The system focus will be on market driven efforts targeting both job seekers and businesses, including but not limited to, using labor market information to meet customer needs and engaging economic development efforts into One-Stop systems.

Essential Characteristics (in bold)

a. Using labor market information (LMI) for meeting customer needs

Evidence

- Labor market data, flyers, brochures, and other tools exist within the One-Stop setting;
- Staff is familiar with LMI and uses it to provide training information and ITA assistance to customers;
- Local businesses have input into LMI used within the local One-Stop system;
- Local area generates own LMI, i.e. “State of the Workforce Report” or market flyers;
- LMI in the One-Stop setting is in a format easily accessible and understood by customers—i.e. materials have been translated into languages other than English and reflect the needs of foreign-born, monolingual or bilingual customers.
- Customers may keep LMI materials to use in job search;
- LMI has been translated into a youth-oriented version;
- LMI is current and procedures exist for replacing dated materials.

b. Economic development efforts

Evidence

- Linkages exist between One-Stop system and city and/or county economic development;
- One-Stop staff is aware of and participates in job creation efforts for local business;
- One-Stop staff is aware of and participates in business expansion efforts including new hiring;
- Business recruitment efforts into area are a part of the One-Stop system’s goals and objectives.

Standard III. CUSTOMER DRIVEN FOCUS: The system will reflect knowledge and understanding on the part of front-line staff of WIA services; related local partner services, and support services. Customer service efforts will incorporate the needs of both business and job seekers. All customer groups (adults, dislocated workers, youth, and employers) will be taken into account in terms of system design and capacity building efforts.

Standard III. CUSTOMER DRIVEN FOCUS (Continued)

Essential Characteristics (in bold)

a. Knowledge and understanding on the part of front-line One-Stop staff collectively, of WIA services; related local programs; and support services within the local workforce area or region.

Evidence

- Staff cross-training efforts;
- Local WIA Memorandum of Understanding (MOU) is used within One-Stop setting to ensure front-line staff have all program and service information as needed and appropriate;
- Efforts exist in local area to “certify” or at least establish needed One-Stop staff competencies;
- Use of “Developing a Curriculum (DACUM)” or other exercise to determine staff competencies and skill levels;
- Requests to State Regional Advisors or training staff, requesting assistance in this area;
- Partnerships with schools, especially community colleges and universities, to develop mechanisms for validating staff competencies, such as the development of a special credential program in Workforce Development.

b. Customer service for job and information seekers as well as employers.

Evidence

- One-Stop system does customer satisfaction surveys for WIA
- One-Stop system conducts customer satisfaction surveys for partner programs;
- Customer satisfaction data is compiled into an understandable report and provided to staff in the One-Stop;
- Staff follows up on customer satisfaction data;
- Local workforce area administers a “Secret Shopper” program;
- Consistent and thorough documentation exists to show local area has One-Stop data collection in place as to use of services; frequency of use; and outcomes;
- Local One-Stop system uses smart card or other system for customer tracking and data collection.

c. Customer service for Adult Workers

Evidence

- Staff in One-Stop is aware of and has input into local area service priorities;
- Local Board’s mission, goals, and objectives with regard to adult workers is understood by One-Stop staff;

Standard III. CUSTOMER DRIVEN FOCUS (Continued)

- Procedures are in place to facilitate appropriate service referrals;
- Local workforce area has Individual Training Accounts (ITAs) in place;
- Local workforce area has training alternatives to ITAs in place, such as “special contracts;”
- One-Stop keeps statistics on system use;
- One-Stop system uses statistics to see how adult customers are using One-Stop services.

d. Customer service for Dislocated Workers

Evidence

- Rapid Response mechanisms are in place as appropriate;
- One-Stop staff is aware of businesses in area experiencing downturn in employment;
- Local businesses experiencing downturn, is aware of local One-Stop system;
- One-Stop system can show statistics on assistance to dislocated workers...i.e. so many were re-employed; so many were able to transition to another job without a break in employment; so many got a job at comparable salary.

e. Customer Service for Youth

Evidence

- Local Youth Council mission, goals, and objectives known to One-Stop staff;
- State Youth Council mission and efforts known to One-Stop Staff;
- One-Stop system includes youth “corner,” section, or a full, youth one-stop;
- Local One-Stop system has processes in place to ensure youth referrals as appropriate;
- Local One-Stop system has community map of youth services;
- Local One-Stop system has nexus with external youth programs to serve multiple needs of youth;
- Statistics are compiled to show how and which youth groups are using the One-Stop(s);
- Staff follows up on statistical reports as well as youth customer satisfaction to improve youth services;
- Use of educational goals exists within One-Stop system;
- Youth service levels include targeted recruitment for foster youth and other populations.

Standard III. CUSTOMER DRIVEN FOCUS (Continued)

f. Customer Service for Businesses/Employers

Evidence

- Local cross-training efforts for staff on business needs and services;
- Unit, section, staff or partner resources dedicated to business services;
- Seamless business service delivery between partners;
- Uniform approaches to business services;
- Evidence of meaningful business/economic development efforts such as those related to business expansion or attracting new business to an area;
- Relationships between One-Stop system and local Chambers of Commerce, trade associations, and others;
- Incumbent Worker services;
- Intensive job seeker assessment tools conducted and used in doing job placement referrals;
- One-Stop staff fills intermediary role with employers;
- One-Stop system includes diverse elements of business service such as customized training, permitting, business license information, provision of tax credit information, and employer workshops;
- Customized employment, Individual Training Accounts geared to training meeting business needs, and education services;
- Provision of soft skills and job readiness training in line with employer needs;
- One-Stop system surveys local business for satisfaction with system;
- One-Stop system uses business feedback to change or adjust systems.

Standard IV. ABILITY TO MEET NEEDS OF INDIVIDUALS WITH MULTIPLE BARRIERS TO EMPLOYMENT: The One-Stop system will reflect in concrete terms the principle of “Universal Access” meaning access for all customers including those with barriers, to needed information and services. “Universal Access” applies to both job seekers and business customers and includes such program elements as outreach, physical and program access assessment, non-discrimination in providing services, and accommodating customer needs as needed.

Essential Characteristics (in bold)

a. Universal Access (or customer access to needed information and services) for both job seekers and employers

Evidence

**Standard IV. ABILITY TO MEET NEEDS OF INDIVIDUALS WITH MULTIPLE BARRIERS TO EMPLOYMENT
(Continued)**

- Outreach mechanisms in place to diverse and “hard-to-serve populations;
- WIA core services accessible to anyone without regard to specific eligibility;
- One-Stop system has service goals for particular populations;
- Customer satisfaction processes are in place;
- There is One-Stop staff follow-up to customer complaints or issues related to access;
- Universal Access Task Force tools and mechanisms are used in the One-Stop;
- One-Stop staff has taken corrective action steps related to building up access;
- Local area staff have requested technical assistance from the State on access needs such as facilities accommodations;
- Local area can show that it has partnered with community based organizations serving particular populations; or has tried to partner;
- One-Stop staff has had training in site assessment;
- There is appropriate and understandable signage in the One-Stop (s).
- There are language-appropriate or bilingual services in the One-Stop;
- One-Stop staff are familiar with local area demographics;
- Contracting mechanisms are in place in line with 134 d, so serve “hard to serve” populations;
- System coordination exists with Department of Rehabilitation on measurements to ensure access for individuals with disabilities;
- System coordination exists in serving the homeless, veterans, farmworkers, ex-offenders, seniors, and others;
- Staff is familiar with requirements such as WIA 188, regulations of State Fair Employment and Housing, and has taken action steps to ensure access to all, i.e. accommodations to facility or work stations for staff and customers.
- One-Stop system has added innovations such as mobile One-Stops for farmworkers in rural areas.

b. Process exists for providing and facilitating a wide range of appropriate support services and service referrals

Evidence

- Local cross training efforts for staff on different services;
- One-Stop includes a “menu” of services, as to who provides them locally, and where to get them;
- Local referral processes in MOUs are used in the system.

2. STATE BOARD STRATEGIC GOAL: To Be an Effective Partner and Advocate, and Bring System Partners Together

Standard I. PARTNERSHIP AND COORDINATION: The One-Stop system will focus on the integration services among the partners, and will include concrete efforts aimed at this principle including WIA MOU provisions being put into action, abiding by cost-sharing agreements and cross-training plans, breaking down confidentiality barriers, and shared job development case management.

Essential characteristics (in bold)

a. Integration of Services and Partnerships

Evidence

- One-Stop staff is aware of local MOU content and uses it;
- There are One-Stop staff cross-training plans on partner programs;
- Evaluation efforts exist at local level to measure partnerships and integration;
- One-Stop system employs joint marketing strategy between the partners;
- Partners contribute to completion of One-Stop certification processes including self-study for State;
- One-Stop system has Manual of Policies and Procedures shared between the partners;
- Cost sharing agreements are in place;
- Cost sharing agreements are used;
- One-Stop system employs co-enrollment strategy between partners;

b. Regional approaches

Evidence

- Shared LMI and economic information between neighboring workforce area jurisdictions;
- References to multiple jurisdictional needs and conditions in resource documents and materials;
- Cross-training efforts between area jurisdictions;
- Joint Powers Agreements;
- Research into ways to provide customer access over workforce area jurisdictional lines;
- Transportation assistance over county boundaries;
- Multi- workforce area job fairs;
- Seamless assistance to employers by staff of more than one area.

Standard I. Partnership and Coordination (Continued)

c. Common or shared information

Evidence

- Common or shared case management between One-Stop programs;
- Use of single case-management or tracking system between partners;
- Shared case files or case notes for activities as appropriate;
- Client “Release of Information” form as needed to break down confidentiality barriers;
- One-Stop partners have process for breaking down confidentiality barriers;
- Confidential files as needed, with access to partners of information necessary for provision of services;
- Partner acceptance of each others forms and procedures;
- Common intake form and process;
- Co-enrollment.

d. Shared job development

Evidence

- Cross-training plan on job development strategies;
- Common job announcements;
- Employer service workshops conducted jointly;
- Evidence of employer resource center with shared staff responsibility;
- Shared staff work for writing job descriptions; employer contracts;
- Employer feedback reflects satisfaction with streamlined processes;
- Employer or business customer satisfaction and repeat business;
- Shared, functioning employer contact system;
- Streamlined access points for employers, i.e. Single Point of Contact.

e. Sharing information related to programs

Evidence

- Partner access to and use of Eligible Training Providers List (ETPL)

Standard I. Partnership and Coordination (Continued)

- Customer choice options shared between partners;
- Posting of customer choice options in the One-Stop setting;
- One-Stop menu of workshops and scheduled services;
- Local area has a web site or “virtual One-Stop” for use in sharing information between partners;
- One-Stop staff is familiar with web site and uses it;
- Partner list-serve exists showing information is communicated to all partners;
- Common glossary of terms used by all staff in the One-Stop;
- Shared information technology or soft ware;
- Local recognition or awards for partners for sharing technology and information.

Standard II. JOINT MARKETING: Partners in a One-Stop system or workforce areas in a region share in marketing development and focus and promotion of system use and recognition, while jointly contributing to the overall cost and support for the effort.

Essential characteristics (in bold)

a. Joint marketing campaign supported by partners as appropriate

(evidence)

- Advertising or marketing materials for the One-Stop system, not elevating one partner above the others;
- Brochures or flyers for the system or regional effort;
- Media announcements for system promotion;
- Media announcements aimed at serving business and job seeker customers;
- Local job seeker awareness of the work force system;
- Local business community awareness of the local workforce system;

b. Marketing effort takes into account the needs of customers and builds reasonable expectations of the system

(evidence)

- Marketing materials are clear and easy to understand, translated as needed to multiple formats and languages;
- Does not make promises that cannot be kept;
- Research or direct customer feedback shows marketing investment is working: Public awareness of One-Stop system.

3. STATE BOARD STRATEGIC GOAL: To ensure that all partners have the most timely, relevant information about changing workforce needs and investment opportunities.

Standard I. PERFORMANCE BASED ACCOUNTABILITY: A Management Information System (MIS) and reporting methodology that ensures timely, useful information as to service levels and performance, understandable to all the partners and responsive to administrative and service needs at various levels.

Essential characteristics (in bold)

a. PBA in the One-Stop system could be based on used of 17 existing measures, but should also take into account inclusion of measures important to the California One-Stop system and the specific needs of the local area.

(evidence)

- Data gathering, reporting time frames, and communication amongst partners has resulted in common measures and reporting;
- Common reporting forms and procedures in existence;
- Local workforce area can show State interest in local measurement and reporting processes;
- Data and report follow-up activity takes place in terms of adjusting services;
- Data and report follow-up activity discussed or reported in terms of continuous improvement;
- Central clearinghouse or point of contact established for data on One-Stop activity;
- One-Stop system staff show information is gathered with least difficulty and complexity;
- Local establishment of performance measures beyond the WIA 17;
- Local area shows relevance of own performance measures to local conditions or activities;
- Incorporation of fiscal data into performance measurement system;
- Staff can show how fiscal information is used for analysis of monetary patterns and parallels with program activity.

b. Information as to changing workforce needs impacts discussion of performance

(evidence)

- Benchmarks for performance take into account the needs of the local labor market;
- Needs of local economy are communicated to staff involved in data gathering and reporting;
- Staff involved in data gathering and reporting obtains information direct from One-Stop system as to customer service provision.
- Local area has designed performance measures around employer needs.

4. STATE BOARD STRATEGIC GOAL: To ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals.

Standard I. PROCESS MANAGEMENT: The One-Stop system will incorporate administrative and operational strategies to engage staff with expertise at all levels, in process development to effect quality services and continuous improvement in such areas as communication and long range planning.

Essential Characteristics (in bold)

a. Processes for improvement

(evidence)

Administrative:

- Use of amendment process in MOUs;
- Processes and procedures are amended often to facilitate service delivery;
- Management and Staff orientation to outcomes and results over following the steps in processes;
- Process flow is timely—not bogged down in red tape.

Operational:

- Collaborative decision making meetings/structures;
- Use of internal/external customer feedback to drive change;
- Use of locally generated LMI and economic information;
- Establishment of benchmarks for successful performance;
- Processes exist for keeping LWIB informed;
- Processes exist for keeping staff informed of LWIB priorities.

b. Process management is focused on outcomes

(evidence)

- Strategic and operational planning goals are made available to One-Stop staff;
- One-Stop staff expresses understanding of strategic and operational planning;
- Local planning documents and agreements are amended and revised as needed;
- One-Stop staff expresses comfort level with by-passing procedural steps if desired outcomes have been attained;
- Local workforce area staff change goals and objectives in light of relevant, community or economic information.

5. STATE BOARD STRATEGIC GOAL: To create, nurture, and reward a culture of innovation.

Standard 1. ORGANIZATIONAL LEADERSHIP: The One-Stop system is set up to be able to use these One-Stop standards and essential characteristics as well as other elements as deemed necessary, to leverage capital and human resources, to continuously improve customer services, and to provide information and knowledge throughout the system partnership.

Essential Characteristics (in bold)

a. Use of new improvements as well as experience to serve customers and provide useful information throughout partnership
(evidence)

- Local youth council and LWIB communication;
- Coordination between LWIB and chief elected officials;
- LWIB/CEO agreement, joint policies, or communication tools;
- Procurement processes for purposes of piloting new programs and services;
- Recognition of staff in the One-Stop and partners in system to who initiate new ideas and take the risk of expressing them or testing them;
- Local workforce area administration stages awards ceremonies or other on-going recognition system;
- Local One-Stop system has received awards or recognition from external quality organizations such as Baldrige, NACO, or local chambers of commerce;

b. Leveraging
(evidence)

- Partners have contributed to One-Stop system through non-WIA resources;
- Local businesses, business associations, or trade organizations have contributed to the One-Stop system;
- Partner program performance is brought into WIA performance measures and outcomes;
- Local workforce administration uses budget strategies to leverage non WIA resources;
- One-Stop system has attached “value” to in-kind staff or service support and shows it as a contribution.

Standard II. ADAPTABILITY: The system accepts “change” as a constant state and can readily adapt to new needs. This standard also applies to the State-level One-Stop certification standards and essential characteristics, which shall be modified, amended, and otherwise changed as is necessary and appropriate to accomplish local and State Board goals and objectives.

Essential characteristics (in bold)

a. Responsiveness to change

(evidence)

- Policy exists relative to amending or changing processes and procedures based on local economic or customer needs;
- One-Stop structure or organization has shifted to adapt to new legislation or changes in partnership;
- Staff is comfortable wearing “different hats” in order to provide services;
- Job descriptions contain “other duties as assigned” so as to facilitate customer service;
- One-Stop system has deleted or added new components or services in response to changing economic conditions;
- Organization chart has been modified to reflect changes in communication or supervisory lines;
- Service flow criteria have been changed in line with changes in customer base.

b. Changes to local-level One-Stop certification in line with State-level changes

(evidence)

- Local One-Stop system reflects State changes communicated as to modifications in standards or essential characteristics.

**California Workforce Investment Board
One-Stop “Certification” Work Group**

State Level Validation of Local One-Stop Certification Standards
GLOSSARY

Adaptability: One of the certification standards for local areas, and for the statewide process. This is a key standard as it points to the need for both local areas and the State to accept “change” as a constant and adapt to new requirements, legislation, and economic needs. For the State-level certification process, this means the standards and essential characteristics of the system shall be modified, amended, and otherwise changed as is necessary and appropriate to accomplish local and State Board goals and objectives.

Business Plan: A proposed step in the marketing work plan for this effort, to develop a business and plan and budget for statewide marketing of the One-Stop system.

Certification: In this document, certification is a State-level activity conducted for the purpose of validating local One-Stop certification standards. It is done for purposes of statewide recognition of quality workforce development systems. For local workforce areas, there is statutory obligation for certifying One-Stop operations, physical centers and sites as well as designating One-Stop operators. The State-level activity carries no statutory activity and is voluntary in nature.

Essential Characteristics: After each standard in this document there is a definition, followed by indicators identified to assist local areas in assessing whether or not they meet the standards for One-Stop certification. These indicators are the “Essential Characteristics” of the standard.

Evidence: Indicators, potentially within the One-Stops of California, which local workforce area staff may utilize to gauge whether or not they meet the recommended standards and essential characteristics of the system.

Incentives: As this system is voluntary, ideas have been proposed to build value to local areas for participating. This value in the long run is planned to take the form of incentives – i.e. formal recognition through awards ceremonies; possible budgetary award in the future if possible; training and technical assistance; etc.

Marketing: Statewide promotional effort for the workforce system, to be developed to enhance rather than supplant local marketing. Plans are for a statewide name, brand or logo, and a common workforce vocabulary for use in various recognition efforts.

Pilot: Field test portion of standards and self-study manual development, in three workforce areas for purposes of adjusting process.

Recognition: A planned outcome of the State-level certification process, resulting in recognition of a local area system for meeting standards for State-level certification.

Self-Study Guide: Application and Manual for local areas to use in determining whether or not their local system meets the standards and essential characteristics of the Statewide certification system.

Standard: In this document, these are the standards for excellence in California's One-Stop, workforce delivery system. These are based on actual, local certification processes and are organized in accord with State Board *Strategic Plan* goals and objectives. These are the criteria for building customer service expectations in the One-Stop system and for providing guidance to local areas developing their own systems for One-Stop certification.

State-level One-Stop certification: State-level activity to implement a voluntary system for the validation of local One-Stop certification standards. The outcome is statewide recognition of quality workforce development systems.

Strategic Goal: Goals from the State Board *Strategic Plan*. One-Stop standards and essential characteristics have all been organized in this document to support the five goals.

Strategic Plan: The *Strategic Plan* for California's workforce development delivery system. It contains five goals and objectives, which became one of the guidance documents for the work group in developing their recommendations for standards and essential characteristics for the California One-Stop delivery system.

Validation: The State-level activity of recognizing the standards identified and attained within California One-Stop systems.

Work Plan and Time Line: The Work Plan and Time Line for State-level One-Stop certification, outlining the proposed steps and anticipated time frames for full development of each step in the process including application content; the Self-Study Guide, the project pilot, the marketing business plan, and other key steps.

Local Area Panel – Business Services Theme

Representatives from Local Areas around the state will present perspectives on providing business services through the One-Stop system. The presentations will demonstrate how business services may be tailored to fit the unique needs of the local business communities.

Lunch Presentation – Proteus Mobile One-Stop

The Proteus Mobile Employment Center, funded as a Governor's Workforce Investment Act Discretionary 15% project, is a partnership between Proteus (a regional Community-Based Organization), the Employment Development Department and other partners. The purpose of the project is to serve farmworkers and other rural California residents by bringing to them, a WIA Core One Stop Resource Room and other comprehensive services. Farmworker and other rural communities served exist in Fresno, Kings, Kern and Tulare Counties.

This 36 foot custom designed school bus has state of the art two-way satellite communication to a wide variety of public and private educational programs as well as programs on the Internet. The bus has complete classroom audio/visual services, including distance learning.

Presenters: Michael E. McCann, Chief Executive Officer, Proteus
John Delmatier, Workforce Investment Manager, Proteus

Small Business Workgroup Report

State Board Strategic Plan Update

State Board Strategic Plan Update

The table below identifies the State Board's five strategic goals along with the State Board Champion. The Champion plays a key role in soliciting input from other Board members and works closely with staff to successfully implement tasks. Today, each of the Champions will provide an update regarding progress and next steps for their respective goals.

Goal	Description	Champion
1	Ensure that all partners have the most timely, relevant information about changing workforce needs and investment opportunities	Kathleen Milnes
2	Be an effective partner and advocate, and bring system partners together	Kirk Lindsey
3	Create, nurture and reward a culture of innovation	Tom Zenty
4	Raise the quality of the "Field of Practice" and performance of the overall workforce development system	Victor Franco
5	Ensure administrative excellence, including compliance with WIA requirements, to support achievement of all strategic goals	Art Pulaski

Other Business that May Come Before the Board